

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

GENERAL PURPOSE FINANCIAL STATEMENTS  
AND SUPPLEMENTARY INFORMATION

Year Ended March 31, 2004

35-1090

## AUDITING PROCEDURES REPORT

Issue under P.A. 2 of 1968, as amended. Filing is mandatory.

<b>Local Government Type</b> <input type="checkbox"/> City <input checked="" type="checkbox"/> Township <input type="checkbox"/> Village <input type="checkbox"/> Other		<b>Local Government Name</b> Township of Sherman	<b>County</b> Iosco
<b>Audit Date</b> March 31, 2004	<b>Opinion Date</b> June 14, 2004	<b>Date Accountant Report Submitted to State:</b> June 14, 2004	

We have audited the financial statements of this local unit of government and rendered an opinion on financial statements prepared in accordance with the Statements of the Governmental Accounting Standards Board (GASB) and the *Uniform Reporting Format for Financial Statements for Counties and Local Units of Government in Michigan* by the Michigan Department of Treasury.

We affirm that:

1. We have complied with the *Bulletin for the Audits of Local Units of Government in Michigan* as revised.
2. We are certified public accountants registered to practice in Michigan.

We further affirm the following. "Yes" responses have been disclosed in the financial statements, including the notes, or in the report of comments and recommendations

You must check the applicable box for each item below.

- |                            |
|----------------------------|
| <b>RECEIVED</b>            |
| DEPT. OF TREASURY          |
| JUL 20 2004                |
| 7116                       |
| LOCAL AUDIT & FINANCE DIV. |
- ☐ yes ☒ no 1. Certain component units/funds/agencies of the local unit are excluded from the financial statements.
- ☐ yes ☒ no 2. There are accumulated deficits in one or more of this unit's unreserved fund balances/retained earnings (P.A. 275 of 1980).
- ☒ yes ☐ no 3. There are instances of non-compliance with the Uniform Accounting and Budgeting Act (P.A. 2 of 1968, as amended).
- ☐ yes ☒ no 4. The local unit has violated the conditions of either an order issued under the Municipal Finance Act or its requirements, or an order issued under the Emergency Municipal Loan Act.
- ☐ yes ☒ no 5. The local unit holds deposits/investments which do not comply with statutory requirements. (P.A. 20 of 1943, as amended [MCL 129.91], or P.A. 55 of 1982, as amended [MCL 38.1132]).
- ☐ yes ☒ no 6. The local unit has been delinquent distributing tax revenues that were collected for another taxing unit.
- ☐ yes ☒ no 7. The local unit has violated the Constitutional requirement (Article 9, Section 24) to fund current year earned pension benefits (normal costs) in the current year. If the plan is more than 100% funded and the over funding credits are more than the normal cost requirement, no contributions are due (paid during they year).
- ☐ yes ☒ no 8. The local unit uses credit cards and has not adopted an applicable policy as required by P.A. 266 of 1995 (MCL 129.241).
- ☐ yes ☒ no 9. The local unit has not adopted an investment policy as required by P.A. 196 of 1997 (MCL 129.95).

We have enclosed the following:			
	Enclosed	To Be Forwarded	Not Required
The letter of comments and recommendations.	X		
Reports on individual federal financial assistance programs (program audits).			X
Single Audit Reports (ASLGU).			X

<b>Certified Public Accountant (Firm Name)</b> Campbell, Kusterer & Co., P.C.			
<b>Street Address</b> 512 N. Lincoln, Suite 100, P.O. Box 686	<b>City</b> Bay City	<b>State</b> MI	<b>Zip</b> 48707
<b>Accountant Signature</b> Campbell, Kusterer & Co., P.C.			

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

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# CAMPBELL, KUSTERER & CO., P.C.

CERTIFIED PUBLIC ACCOUNTANTS

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## INDEPENDENT AUDITOR'S REPORT

June 14, 2004

To the Township Board  
Township of Sherman  
Iosco County, Michigan

We have audited the accompanying general purpose financial statements of the Township of Sherman, Iosco County, Michigan, as of March 31, 2004, and for the year then ended, as listed in the table of contents. These general purpose financial statements are the responsibility of the Township of Sherman's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Township of Sherman, Iosco County, Michigan, as of March 31, 2004, and the results of its operations for the year then ended in conformity with accounting principles generally accepted in the United States.

Our audit was conducted for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The supplementary information listed in the table of contents is presented for purposes of additional analysis and is not a required part of the general purpose financial statements of the Township of Sherman, Iosco County, Michigan. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

*Campbell, Kusterer & Co., P.C.*

CAMPBELL, KUSTERER & CO., P.C.  
Certified Public Accountants

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

COMBINED BALANCE SHEET – ALL FUND TYPES AND ACCOUNT GROUPS

March 31, 2004

EXHIBIT A

	<u>Governmental Fund Type</u>	<u>Fiduciary Fund Type</u>	<u>Account Group</u>
	<u>General</u>	<u>Agency</u>	<u>General Fixed Assets</u>
<u>Assets</u>			
Cash in bank	71 434 44	44 489 60	-
Taxes receivable	4 072 41	-	-
Due from others	43 356 00	-	-
Land and improvements	-	-	21 723 79
Buildings	-	-	19 940 00
Equipment	-	-	12 437 76
Total Assets	<u>118 862 85</u>	<u>44 489 60</u>	<u>54 101 55</u>
<u>Liabilities and Fund Equity</u>			
Liabilities:			
Due to other funds	-	43 356 00	-
Due to others	-	1 133 60	-
Total liabilities	<u>-</u>	<u>44 489 60</u>	<u>-</u>
Fund equity:			
Investments in general fixed assets	-	-	54 101 55
Fund balances:			
Unreserved:			
Undesignated	118 862 85	-	-
Total fund equity	<u>118 862 85</u>	<u>-</u>	<u>54 101 55</u>
Total Liabilities and Fund Equity	<u>118 862 85</u>	<u>44 489 60</u>	<u>54 101 55</u>

The accompanying notes are an integral part of these financial statements.

Total  
(Memorandum  
Only)

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115 924 04  
4 072 41  
43 356 00  
21 723 79  
19 940 00  

---

12 437 76  

---

217 454 00

43 356 00  
1 133 60  

---

44 489 60

54 101 55

---

118 862 85  

---

172 964 40  

---

217 454 00

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES  
IN FUND BALANCES – ALL GOVERNMENTAL FUND TYPES

Year Ended March 31, 2004

EXHIBIT B  
Page 1

	<u>Governmental Fund Type</u>
	<u>General</u>
Revenues:	
Property taxes	35 617 13
Other taxes	3 875 43
State revenue sharing	35 658 00
Charges for services:	
Property tax administration	3 416 77
Interest earnings	800 84
Miscellaneous	<u>8 843 87</u>
Total revenues	<u>88 212 04</u>
Expenditures:	
Legislative:	
Township Board	2 150 88
General government:	
Supervisor	5 142 41
Attorney	537 50
Assessor	5 426 40
Clerk	5 214 40
Board of Review	270 00
Treasurer	6 746 54
Building and grounds	1 218 86
Unallocated	5 841 54
Public safety:	
Fire protection	21 054 13
Zoning	1 609 51
Public works:	
Highways and streets	6 816 00
Drains	7 359 51
Culture and recreation:	
Parks and recreation	708 25
Other:	
Insurance	4 526 00
Capital outlay	<u>3 381 69</u>
Total expenditures	<u>78 003 62</u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES  
IN FUND BALANCES – ALL GOVERNMENTAL FUND TYPES

Year Ended March 31, 2004

EXHIBIT B  
Page 2

	<u>Governmental Fund Type</u>
	<u>General</u>
Excess of revenues over expenditures	10 208 42
Fund balance, April 1	<u>108 654 43</u>
Fund Balance, March 31	<u><u>118 862 85</u></u>

The accompanying notes are an integral part of these financial statements.



TOWNSHIP OF SHERMAN  
Iosco County, Michigan

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES  
IN FUND BALANCES – BUDGET AND ACTUAL – GENERAL FUND EXHIBIT C  
Year Ended March 31, 2004 Page 1

	General Fund		
	<u>Budget</u>	<u>Actual</u>	<u>Over (Under) Budget</u>
Revenues:			
Property taxes	35 291 25	35 617 13	325 88
Other taxes	3 877 73	3 875 43	(2 30)
State revenue sharing	37 508 00	35 658 00	(1 850 00)
Charges for services:			
Property tax administration	17 214 08	3 416 77	(13 797 31)
Interest earnings	-	800 84	800 84
Miscellaneous	-	8 843 87	8 843 87
Total revenues	<u>93 891 06</u>	<u>88 212 04</u>	<u>(5 679 02)</u>
Expenditures:			
Legislative:			
Township Board	2 150 98	2 150 88	(10)
General government:			
Supervisor	5 142 41	5 142 41	-
Elections	500 00	-	(500 00)
Attorney	1 000 00	537 50	(462 50)
Assessor	5 200 00	5 426 40	226 40
Clerk	5 214 40	5 214 40	-
Board of Review	750 00	270 00	(480 00)
Treasurer	6 866 16	6 746 54	(119 62)
Building and grounds	1 600 00	1 218 86	(381 14)
Unallocated	5 717 34	5 841 54	124 20
Public safety:			
Fire protection	22 500 00	21 054 13	(1 445 87)
Zoning	1 320 00	1 609 51	289 51
Public works:			
Highways and streets	14 871 70	6 816 00	(8 055 70)
Drains	4 000 00	7 359 51	3 359 51
Culture and recreation:			
Parks and recreation	650 00	708 25	58 25
Other:			
Insurance	3 817 00	4 526 00	709 00
Contingency	12 000 00	-	(12 000 00)
Capital outlay	<u>2 000 00</u>	<u>3 381 69</u>	<u>1 381 69</u>
Total expenditures	<u>95 299 99</u>	<u>78 003 62</u>	<u>(17 296 37)</u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES  
IN FUND BALANCES – BUDGET AND ACTUAL – GENERAL FUND  
Year Ended March 31, 2004

EXHIBIT C  
Page 2

	<u>General Fund</u>		
	<u>Budget</u>	<u>Actual</u>	<u>Over (Under) Budget</u>
Excess (deficiency) of revenues over expenditures	(1 408 93)	10 208 42	11 617 35
Fund balance, April 1	<u>1 408 93</u>	<u>108 654 43</u>	<u>107 245 50</u>
Fund Balance, March 31	<u>-</u>	<u>118 862 85</u>	<u>118 862 85</u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2004

Note 1 - Summary of Significant Accounting Policies

The accounting policies of the Township of Sherman, Iosco County, Michigan, conform to generally accepted accounting principles as applicable to governmental units.

Reporting Entity

In accordance with the provisions of the Governmental Accounting Standards Board's Statement No. 14 "The Financial Reporting Entity," the general purpose financial statements of the Township contain all the Township funds and account groups that are controlled by or dependent on the Township's executive or legislative branches.

The reporting entity is the Township of Sherman. The Township is governed by an elected Township Board. As required by generally accepted accounting principles, these financial statements present the Township as the primary government.

Basis of Presentation

The financial activities of the local unit are recorded in separate funds and account groups, categorized and described as follows:

Governmental Fund

General Fund

This fund is used to account for all financial transactions except those required to be accounted for in another fund. The fund includes the general operating expenditures of the local unit. Revenues are derived primarily from property taxes, state and federal distributions, grants, and other intergovernmental revenues.

Fiduciary Fund

The Current Tax Collection Fund is used to account for assets held as an agent for others.

Account Group

General Fixed Assets Account Group

This account group presents the fixed assets of the local unit utilized in its general operations.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2004

Note 1 - Summary of Significant Accounting Policies (continued)

Measurement Focus/Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental fund types are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present revenues and other financing sources and, expenditures and other financial uses in net current assets.

The modified accrual basis of accounting is followed by the governmental fund types. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual which is both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than principal and interest on long-term debt, are recorded when the related fund liability is incurred, if measurable. Principal and interest on general long-term debt is recognized when due.

Revenues from local sources consist primarily of property taxes. Property taxes and revenues received from the State are recognized when susceptible to accrual. Miscellaneous revenues are recorded as revenue when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available.

Property Taxes

Property taxes and other revenue that are both measurable and available for use to finance operations are recorded as revenue when earned.

Properties are assessed as of December 31 and the related property taxes become a lien on December 1 of the following year. These taxes are due on February 14, with the final collection date of February 28 before they are added to the county tax rolls. The Township 2003 tax roll millage rate was 2.2222 mills, and the taxable value was \$16,062,285.00.

Fixed Assets

Purchases of fixed assets for all funds are recorded as expenditures in their respective funds at the time of purchase. They are also recorded at cost in the General Fixed Assets Group of Accounts as required by generally accepted accounting principles.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2004

Note 1 - Summary of Significant Accounting Policies (continued)

Investments

Investments are stated at market.

Receivables

Receivables have been recognized for all significant amounts due to the Township. Allowances for uncollectible accounts have not been provided for in that collection is not considered doubtful and any uncollected amount would be immaterial.

Inventories

Inventories of supplies are considered to be immaterial and are not recorded.

Compensated Absences (Vacation and Sick Leave)

Township employees are not allowed to accumulate vacation and sick pay and therefore no accumulated amount is recorded in the financial statements.

Budgets and Budgetary Accounting

The following procedures are followed in establishing the budgetary data reflected in these general purpose financial statements:

1. Prior to the beginning of the fiscal year, the proposed budget for each budgetary fund is submitted to the Township Board for consideration.
2. The proposed budgets include expenditures as well as the methods of financing them.
3. Public hearings are held to obtain taxpayer comments.
4. The budgets are adopted at the activity level by a majority vote of the Township Board.
5. The budgets are adopted on the modified accrual basis of accounting.
6. The originally adopted budgets can be amended during the year only by a majority vote of the Township Board.
7. The adopted budgets are used as a management control device during the year for all budgetary funds.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2004

Note 1 - Summary of Significant Accounting Policies (continued)

Budgets and Budgetary Accounting (continued)

8. Budget appropriations lapse at the end of each fiscal year.
9. The budgeted amounts shown in these general purpose financial statements are the originally adopted budgets with all amendments that were approved by the Township Board during the fiscal year.

Encumbrances

Encumbrances involving the current recognition of purchase orders, contracts and other commitments for future expenditures are not recorded.

Postemployment Benefits

The Township provides no postemployment benefits to past employees.

Note 2 - Deposits and Investments

Michigan Compiled Laws, Section 129.91, authorizes the Township to deposit and invest in the accounts of federally insured banks, credit unions, and savings and loan associations; bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States; United States government or federal agency obligation repurchase agreements; banker's acceptance of United States banks; commercial paper rated within the two highest classifications, which mature not more than 270 days after the date purchase; obligations of the State of Michigan or its political subdivisions which are rated as investment grade; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan. Financial institutions eligible for deposit of public funds must maintain an office in Michigan.

The Township Board has designated one bank for the deposit of Township funds. The investment policy adopted by the board in accordance with Public Act 196 of 1997 has authorized investment in all investments authorized by state law as listed above.

The Township's deposits and investments are in accordance with statutory authority.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS

March 31, 2004

Note 2 – Deposits and Investments (continued)

The Governmental Accounting Standards Board Statement No. 3, risk disclosures for the cash deposits are as follows:

	<u>Carrying Amounts</u>
Total Deposits	<u>115 924 04</u>

Amounts in the bank balances are without considering deposits in transit or uncleared checks.

	<u>Bank Balances</u>
Insured (FDIC)	110 731 57
Uninsured and Uncollateralized	<u>5 192 47</u>
Total Deposits	<u>115 924 04</u>

The Township of Sherman did not have any investments as of March 31, 2004.

Note 3 – Changes in General Fixed Assets

A summary of changes in general fixed assets follows:

	<u>Balance 4/1/03</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance 3/31/04</u>
Land and improvements	18 341 90	3 381 89	-	21 723 79
Buildings	19 940 00	-	-	19 940 00
Equipment	<u>12 437 76</u>	<u>-</u>	<u>-</u>	<u>12 437 76</u>
Totals	<u>50 719 66</u>	<u>3 381 89</u>	<u>-</u>	<u>54 101 55</u>

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2004

**Note 4 – Budget Variances**

During the fiscal year ended March 31, 2004, the Township expenditures exceeded the budgeted amounts in several activities as follows:

	<u>Total Budget</u>	<u>Total Expenditures</u>	<u>Budget Variance</u>
<u>General Fund Activity:</u>			
Assessor	5 200 00	5 426 40	226 40
Unallocated	5 717 34	5 841 54	124 20
Zoning	1 320 00	1 609 51	289 51
Drains	4 000 00	7 359 51	3 359 51
Parks and recreation	650 00	708 25	58 25
Insurance	3 817 00	4 526 00	709 00
Capital outlay	2 000 00	3 381 69	1 381 69

**Note 5 – Interfund Receivables and Payables**

The amounts of interfund receivables and payables are as follows:

<u>Fund</u>	<u>Interfund Receivable</u>	<u>Fund</u>	<u>Interfund Payable</u>
General	<u>43 356 00</u>	Current Tax Collection	<u>43 356 00</u>

**Note 6 – Deferred Compensation Plan**

The Township does not have a deferred compensation plan.

**Note 7 – Pension Plan**

The Township does not have a pension plan.

**Note 8 – Risk Management**

The Township is exposed to various risks of loss related to property loss, torts, errors, omissions, and employee injuries (workers' compensation). The Township has purchased commercial insurance for property loss, torts and workers' compensation claims. Settled claims relating to the commercial insurance have not exceeded the amount of insurance coverage in any of the past three fiscal years.



TOWNSHIP OF SHERMAN  
Iosco County, Michigan

NOTES TO FINANCIAL STATEMENTS  
March 31, 2004

Note 9 – Building Permits

The Township of Sherman does not issue building permits. Building permits are issued by the County of Iosco.

Note 10 – Total Columns on Combined Statements--Overview

The total columns on the combined financial statements are captioned "Memorandum Only" to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations, or changes in financial position in conformity with generally accepted accounting principles. Neither is such data comparable to a consolidation, because interfund eliminations have not been made in the aggregation of this data.

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

GENERAL FUND EXPENDITURES BY DETAILED ACCOUNT  
Year Ended March 31, 2004

EXHIBIT D  
Page 1

Township Board:	
Fees and per diem	<u>2 150 88</u>
Supervisor:	
Salary	<u>5 142 41</u>
Attorney	<u>537 50</u>
Assessor:	
Contracted service	<u>5 426 40</u>
Clerk:	
Salary	<u>5 214 40</u>
Board of Review	<u>270 00</u>
Treasurer:	
Salary	5 142 41
Salary – summer tax collections	<u>1 604 13</u>
	<u>6 746 54</u>
Building and grounds:	
Utilities	1 018 86
Maintenance	<u>200 00</u>
	<u>1 218 86</u>
Unallocated:	
Payroll taxes	1 683 47
Supplies	1 365 75
Printing and publishing	660 99
Memberships, dues and education	1 169 37
Miscellaneous	<u>961 96</u>
	<u>5 841 54</u>
Fire protection:	
Contracted services	<u>21 054 13</u>
Zoning	<u>1 609 51</u>
Highways and streets:	
Repairs and maintenance	<u>6 816 00</u>
Drains	<u>7 359 51</u>

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

GENERAL FUND EXPENDITURES BY DETAILED ACCOUNT  
Year Ended March 31, 2004

EXHIBIT D  
Page 2

Parks and recreation	<u>708 25</u>
Insurance	<u>4 526 00</u>
Capital outlay	<u>3 381 69</u>
Total Expenditures	<u><u>78 003 62</u></u>

TOWNSHIP OF SHERMAN  
Iosco County, Michigan

CURRENT TAX COLLECTION FUND  
STATEMENT OF CHANGES IN ASSETS AND LIABILITIES  
Year Ended March 31, 2004

EXHIBIT E

	<u>Balance</u> <u>4/1/03</u>	<u>Additions</u>	<u>Deductions</u>	<u>Balance</u> <u>3/31/04</u>
<u>Assets</u>				
Cash in Bank	<u>17 283 17</u>	<u>451 499 66</u>	<u>424 293 23</u>	<u>44 489 60</u>
<u>Liabilities</u>				
Due to other funds	8 243 20	35 112 80	-	43 356 00
Due to others	<u>9 039 97</u>	<u>416 386 86</u>	<u>424 293 23</u>	<u>1 133 60</u>
Total Liabilities	<u>17 283 17</u>	<u>451 499 66</u>	<u>424 293 23</u>	<u>44 489 60</u>

# **CAMPBELL, KUSTERER & CO., P.C.**

CERTIFIED PUBLIC ACCOUNTANTS

MARK J. CAMPBELL, CPA  
KENNETH P. KUSTERER, CPA

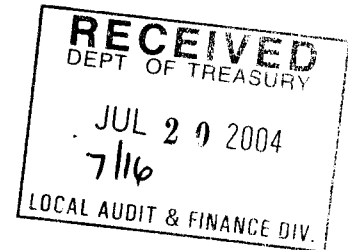
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## **AUDIT COMMUNICATION AND REPORT OF COMMENTS AND RECOMMENDATIONS**

June 14, 2004

To the Township Board  
Township of Sherman  
Iosco County, Michigan



We have audited the financial statements of the Township of Sherman, for the year ended March 31, 2004. As required by auditing standards generally accepted in the United States, the independent auditor is required to make several communications to the governing body having oversight responsibility for the audit. The purpose of this communication is to provide you with additional information regarding the scope and results of our audit that may assist you with your oversight responsibilities of the financial reporting process for which management is responsible.

### **AUDITOR'S RESPONSIBILITY UNDER AUDITING STANDARDS GENERALLY ACCEPTED IN THE UNITED STATES**

We conducted our audit of the financial statements of the Township of Sherman in accordance with auditing standards generally accepted in the United States. The following paragraph explains our responsibilities under those standards.

Management has the responsibility for adopting sound accounting policies, for maintaining an adequate and effective system of accounts, for the safeguarding of assets, and for devising an internal control structure that will, among other things, help assure the proper recording of transactions. The transactions that should be reflected in the accounts and in the financial statements are matters within the direct knowledge and control of management. Our knowledge of such transactions is limited to that acquired through our audit. Accordingly, the fairness of representations made through the financial statements is an implicit and integral part of management's accounts and records. However, our responsibility for the financial statements is confined to the expression of an opinion on them. The financial statements remain the responsibility of management.

The concept of materiality is inherent in the work of an independent auditor. An auditor places greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than those items of lesser importance or those in which the possibility of material error is remote.

To the Township Board  
Township of Sherman  
Iosco County, Michigan

For this purpose, materiality has been defined as "the magnitude of an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement."

An independent auditor's objective in an audit is to obtain sufficient competent evidential matter to provide a reasonable basis for forming an opinion on the financial statements. In doing so, the auditor must work within economic limits; the opinion, to be economically useful, must be formed within a reasonable length of time and at reasonable cost. That is why an auditor's work is based on selected tests rather than an attempt to verify all transactions. Since evidence is examined on a test basis only, an audit provides only reasonable assurance, rather than absolute assurance, that financial statements are free of material misstatement. Thus, there is a risk that audited financial statements may contain undiscovered material errors or fraud. The existence of that risk is implicit in the phrase in the audit report, "in our opinion."

In the audit process, we gain an understanding of the internal control structure of an entity for the purpose of assisting in determining the nature, timing, and extent of audit testing. Our understanding is obtained by inquiry of management, testing transactions, and observation and review of documents and records. The amount of work done is not sufficient to provide a basis for an opinion on the adequacy of the internal control structure.

### **SIGNIFICANT ACCOUNTING POLICIES**

The significant accounting policies are described in Note 1 to the financial statements.

### **OTHER COMMUNICATIONS**

Auditing standards call for us to inform you of other significant issues such as, but not limited to, 1) Accounting estimates that are particularly sensitive because of their significance to the financial statements or because of the possibility that future events affecting them may differ markedly from management's current judgments; 2) Significant audit adjustments that may not have been detected except through the auditing procedures we performed; 3) Disagreements with management regarding the scope of the audit or application of accounting principles; 4) Consultation with other accountants; 5) Major issues discussed with management prior to retention; and 6) Difficulties encountered in performing the audit.

We have no significant issues, regarding these matters, to report to you at this time. Audit adjustments were minimal, and are available to review.

To the Township Board  
Township of Sherman  
Iosco County, Michigan

### **GASB 34 IMPLEMENTATION**

The Governmental Accounting Standards Board issued a new reporting model for governmental units which is to be implemented over the next few years. The implementation date of this pronouncement for the Township of Sherman will begin with the year ended March 31, 2004, and will need to be implemented fully by March 31, 2005. The daily operations and recording transactions should not change significantly, however, the Township will be required to maintain additional records for the year end adjustments to the final presentation format.

### **COMMENTS AND RECOMMENDATION REGARDING INTERNAL CONTROLS/ COMPLIANCE/ EFFICIENCY**

Our procedures disclosed the following conditions that we would like to bring to your attention:

#### **SEGREGATION OF DUTIES**

A separation of duties between persons who authorize transactions and persons who have control over the related assets does not always exist.

The least desirable accounting system is one in which an employee is responsible for executing the transaction and then recording the transaction from its origin to its ultimate posting in the General Ledger. This increases the likelihood that intentional or unintentional errors will go undetected. In most cases, adequate segregation of duties substantially increases control over errors without duplication of effort.

We understand that due to the size of needed staff, a proper segregation of duties may be impractical and the "cost to benefit" relationship may not justify the addition of accounting staff to accomplish the desired segregation.

These conditions were considered in determining the nature, timing and extent of the audit tests to be applied in our audit of the Township's financial statements and this communication of these matters does not affect our report on the Township's financial statements, dated March 31, 2004.

### **SUMMARY**

We welcome any questions you may have regarding the foregoing comments and we would be happy to discuss any of these or other questions that you might have at your convenience.

Sincerely,

*Campbell, Kusterer & Co., P.C.*

CAMPBELL, KUSTERER & CO., P.C.  
Certified Public Accountants